PROCESS | INFRASTRUCTURE | SUPPORT | ACCESSIBILITY | DATA

TRAINING & COMMUNICATION

Create raving fans through enterprise-wide process improvement supported by technology

VISION	MISSION	VALUES
Our vision is to create raving fans through enterprise-wide process improvement supported by technology.	The mission of Information Technology is to provide the highest quality, most cutting-edge, most effective technology based services to meet and surpass the needs of all customers.	Innovation Reliability Adaptability Accessibility Responsiveness Excellence

INNOVATE BUSINESS PROCESSES

Definition – Apply transformation through discovery, assessment and innovation in work processes.

1.1.   Transform or redefine business processes
1.2.   Create exceptional customer experiences
1.3.   Use technology to improve the quality and performance of services
1.4.   Determine opportunities to engage partners and citizens to improve or provide services

MODERNIZE INFRASTRUCTURE

Definition – Apply transformation through discovery, assessment and change in work processes.

2.1   3-5 yr. planning documents for Infrastructure planning
2.2   Provide inter-connectivity process improvement opportunities
2.3   Secure digital assets and provide for training
2.4   Obtain and deploy High-band spectrum, Fiber, Broadband, and Internet of Things (IoT)

SUPPORT THE BUSINESS

Definition – Provide exceptional service in the provisioning and maintenance of existing technology.

3.1   Provide service levels above benchmark
3.2   Empower the workforce through technology and training
3.3   Increase engagement, accountability, and transparency
3.4   Develop processes to deliver on opportunities

ACCESSIBILITY

Definition – Focus on the customer experience and provision the appropriate technology for successful outcomes.

4.1   Create "Raving Fan" experiences
4.2   Secure, develop, manage, and provide connectivity for mobile
4.3   Provide access to systems regardless of location
4.4   Work is what we do not where we are

DATA & DOCUMENT MANAGEMENT

Definition – Focus on the customer experience and provision the appropriate technology for successful outcomes.

5.1   Manage data, information, and knowledge
5.2   Employ data & analytics as business tools
5.3   Provide Open Data and Transparency to improve services
5.4   Train staff on sharing, managing, and collaborating with content
5.5   Create a culture of inquiry informed by data

FROM THE MANAGER

Robert Layton

Dear Wichitans,

When I was appointed City Manager in 2009, one of my priorities was to improve the way in which our City government approached and managed innovation and technology. Our goal was to use technology in a thoughtful and deliberate way to better engage our citizens and improve how we deliver services. **We are** striving to create efficient, effective, and innovative solutions to municipal challenges. To better reflect our new, innovation-focused vision of City government, we transformed the Information Technology (IT) Department and charged it with **creating** new systems and implementing new ideas to better serve the citizens of our city.

Under these new leadership paradigms our City has made significant improvements. These include modernizing our technology infrastructure to implement new methods of communication with citizens. Every day we are working hard to be **a** smarter government.

The City Council has led the way, encouraging this innovative **culture** and we are proud of the many positive changes because **of** the good work already completed. We believe that government can be an incubator of **innovative** processes and we will strive to be a national trendsetter in this area. This all happens through business partnership and engagement with the community we serve. The new business environment dictates that our prior **thinking** of service delivery and process needs to be constantly evaluated.

Vision, Mission, and Values

The statements of vision, mission, and values guide the planning and implementation of the IT Strategic Plan. The Vision Statement was developed by organizational executive leadership, whereas the Mission Statement and Values Statement were developed in collaboration with the Design and Implementation Team, comprised of employees from throughout the organization.

Vision
Our vision is to create raving fans through enterprise-wide process improvement supported by technology.

Mission
The mission of Information Technology is to provide the highest quality, most cutting-edge, most effective technology-based services to meet and surpass the needs of all customers.
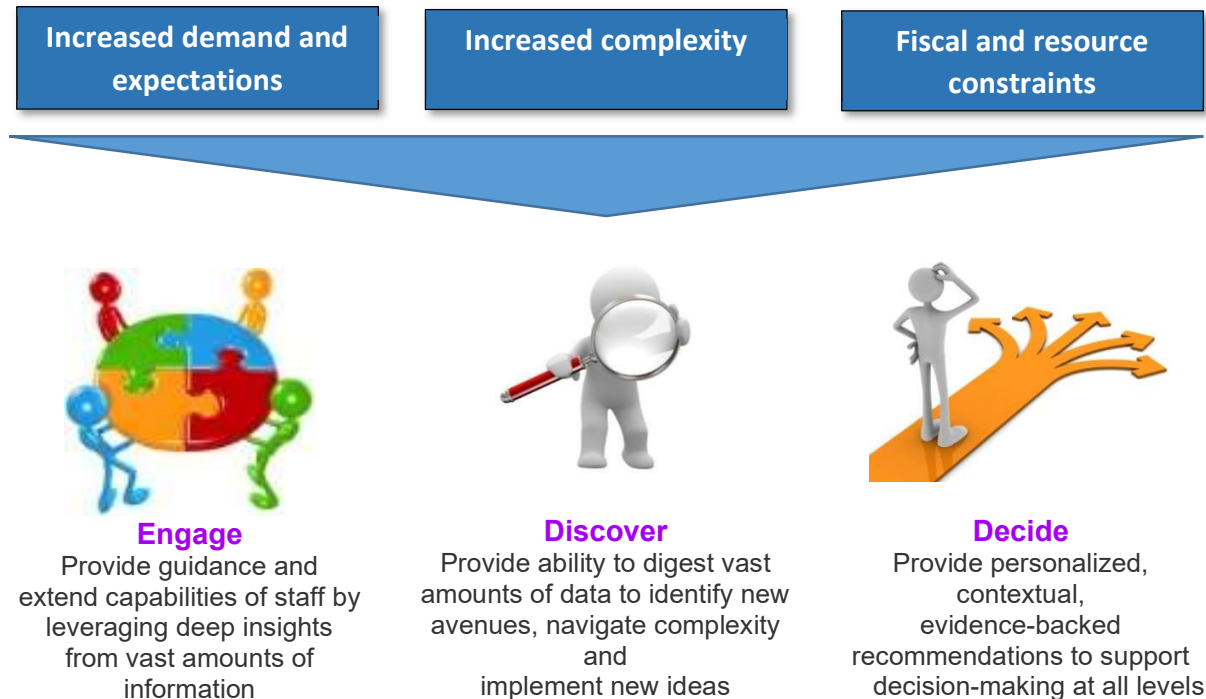
Values
Information Technology values innovation, reliability, adaptability, accessibility, and responsiveness as the foundation for providing emerging technology, integrated services, and an overarching commitment to excellence.

How We Work

We will transform Information Technology by benchmarking ourselves against best-in-class IT organizations, setting targets, and measuring progress. The IT Department measures internal processes, adopts best practices, and monitors innovative trends to better align technology services with City and citizens' needs. Information Technology assesses its practices, services, and staff based on project outcomes, surveys, and key performance indicators.

Increased demand and expectations	Increased complexity	Fiscal and resource constraints

Engage
Provide guidance and extend capabilities of staff by leveraging deep insights from vast amounts of information

Discover
Provide ability to digest vast amounts of data to identify new avenues, navigate complexity and implement new ideas

Decide
Provide personalized, contextual, evidence-backed recommendations to support decision-making at all levels

2021 INITIATIVES

Connected City: 2021 – 2023

Information Technology sits at the center of the enterprise, enabling business like never before. Siloes between departments fall away as leaders begin to understand the significance of clear, consistent communication between employees, customers, and partners. Opportunities exists to cross multiple lines of business to provide critical infrastructure through public-private partnerships. IoT infrastructure that will allow us to collect data from various collectors throughout the community. We are also partnering with Educational Institutions such as Wichita State University and Friends University. These opportunities will continue to provide value both from the student learning perspective and from the resulting information and knowledge gained through report dissemination and project completion. There are opportunities to develop parking strategies, digital wayfinding, interactive kiosks and much more to assist with business and the community.

Information Technology will continue to find options where the strategic implementation of technology can have impact on the community and its citizens. We will continue to partner, research, implement, and discover those high value opportunities to enhance City business processes while engaging and serving the public good.

System Upgrades: 2021 - 2023

The HR, Finance and payroll system replacement project will be implemented by April of 2021. The project will create significant change opportunities for the organization not only in existing business processes but also the ability to view, consume and create data displays for better business decision making. The organization's ability to provide self-service, automate processes and reassess current workflows will create extensive efficiencies throughout the organization. Streamlined payroll processes will be a major focus to obtain efficiencies within the operation of this specific function. Additional process changes will improve workflows, streamline work, and dramatically improve data sharing and insights into business operations.

Insight into all associated systems will be a significant change from the existing point solutions that were over two decades old. The new ERP will retire and replace four core administrative systems with a single integrated system. Comprehensive review of processes change management and implementation of best practices will be integrated into the software/hardware implementation. A common platform for data integration and "sharing" will be implemented to ensure a manageable future state for the ERP system. A reliance on one-off developed solutions will be eliminated.

This implementation will also provide "open checkbook" capabilities that incorporate work started in 2016 with What Works Cities around transparency and open data. This component of the new ERP will provide insight by the public into financial transactions and how the City is spending tax dollars. The new system also provides easy access to additional data for dashboards, analytics, and reporting opportunities both internally and externally. All opportunities for fiscal transparency will be explored.

Infrastructure: 2021 - 2023

Departments are demanding optimized, agile, and highly efficient infrastructure to support new initiatives and drive organizational success. To be successful, Information Technology must focus on new projects, and spend less time on the operational minutiae that requires too many resources for limited value. In response, IT will focus on the use of hyper-converged infrastructure that delivers a complete, "one box" solution, dramatically reduces "time to operation" and reduces infrastructure complexity. The hyper-converged integrated system built on a scale-out design will change data center infrastructure - making it simple and agile, readily implemented, scaled, and optimally securable.

Multiple cloud opportunities exist as well. We have an existing presence in the Microsoft Azure Cloud and are currently looking at opportunities to expand the use of that system to extend our virtual servers at lower costs. We will utilize Cloud systems when there are

measurable business reasons to do so. There are three desired outcomes driving the replacement, upgrade, or installation of infrastructure. 1) To reduce IT human resource requirements in updating, managing, and deploying technology. By achieving this objective, IT staff will be more available for project-based work efforts. 2) To ensure required connectivity to provide for all project opportunities that may be presented to IT by Departments or that IT may need in the design and/or development of innovative or transformative initiatives. 3) To ensure the security of our data environment and to provide additional business capabilities within our existing network structure.

Infrastructure is an all-encompassing term. Routers, switches, software, circuits, and the wiring that it runs through are included. By providing a modern digital environment, it opens several prospects to provide business and work opportunities that are not possible today. A five-year plan must be created to allow for the planning, execution, and funding of these core systems.

Process, RPA, AI, Computer learning: 2021- 2023

There is a great deal of hype around Artificial Intelligence (AI), computer learning, robotic process automation (RPA), and digital transformation. This document is not intended to tout the potential of these tools but rather the implementation of them for the benefit of the organization. The IT Department will leverage all these tools when business benefit exceeds the fiscal cost or political costs inherit in their use. RPA is a technology that promises substantial return on investment in automating back-end functions that require manual human intervention today. Replacing these processes will free up human capital for higher level business activities. It will also provide a common platform for data transport, integration, and management that results in a reduction in IT resource necessary for maintenance of such systems. Taking advantage of computer learning to provide new and automated ways of collecting and measuring information that are beneficial to the operation of Departments or for providing services to citizens will be a directed focus.

Using opportunities to engage in small proof-of-concept (POCs) projects will ensure that both human and fiscal resources are utilized efficiently and effectively. These projects provide small scale and scope yet deliver required data on new technologies that either confirm or rebuke the value of the project to the organization. POCs will be used extensively when dealing with these types of technologies.

Data & Analytics: 2021 - 2023

The challenges related to managing the ever-increasing volume of data, both structured and unstructured, continue to increase due to today's regulatory and e-discovery requirements. The City's engagement with What Works Cities has provided the foundation for open data, transparency, and performance-based contracting. The City of Wichita has developed a data catalog, processes for managing data and systems to utilize that data. This on-going strategy will provide business intelligence, capabilities for analytics, data sharing and exploration, public – private partnership opportunities and the development of platforms to share

information with the public to engage them on specific topics like the budget, performance and service expectations.

The "open checkbook" availability through the implementation of the ERP system is another opportunity to share data in meaningful ways. Providing this and other datasets as open data will also be available for use by the public and those with more advanced skills in the use, analysis, and combinations of data to create new information or knowledge. City staff will be trained on the use of existing toolsets to combine and analyze data in the same ways to arrive at meaningful business insights. These powerful toolsets will be combined with other software systems owned by the City to create reports, displays and interactive dashboards.

Customer Experience: 2021 - 2023

In an increasingly mobile and remote world, organizations are tasked with implementing solutions that work for business, their end users, and the IT organization. The challenge is to find solutions that meet the requirements of these competing constituents. The focus must take a holistic approach to customers, looking at the entire customer journey and building/buying solutions that provide the best experience. This includes both internal customers (City Departments) and the Citizens we serve.

Providing our customers, not only the opportunity to do business with the City digitally but also being cognoscente of customers access to connectivity, devices, and the skills required to be engaged are all critical aspects of improving the customer experience. Creating exceptional interfaces for interactions with customers both internal and external that provide convenience, benefit and the highest value to the organization will be targeted for implementation. All City websites, web applications and mobile applications, either purchased or developed, will be designed as responsive, adaptive, or specifically for devices. Customer feedback will be continually solicited from all interfaces as an "evergreen" strategy. Public engagement will be utilized in the development process for all public-facing solutions. An omni-channel CRM, AccessWichita will provide the "single entry" for citizens and an important source of data for decision-making, resource allocation and prioritization for City decision-makers and operations.

Data will be used to ascertain the high and low use content from all City hosted sites and applications. This data will be used to modify interfaces, providing easier access to high-demand content. New systems that interact with the public will be implemented with a focus on customer experience, ease of maintenance, and overall value to the organization.

Digital Equity: 2021 - 2023

The Pandemic has elevated the issue of the Digital Divide and how City IT can be engaged in addressing this issue across the community, not just within City Hall. Many staff within the city do not have access to technology. The prevailing thought was there was no reason for a staff person who provides manual labor to have access when it is not needed to complete their job tasks. That thinking no longer is valid. Staff will need access to digital systems to both acquire and provide information. The new ERP system will provide staff with digital

access to view checks, time entry, change enrollment items, status of sick and vacation time. Providing self-service for all staff and no longer requiring additional staff within Departments to assist with time entry. Streamlining the process, eliminating waste, and providing better more accessible information for staff. All of this assumes that staff will have access to this digital information.

Providing access to digital information in the community is just as important if not more so. Students may have to go find publicly available WiFi for homework. Parents may not have the funding or knowledge to help their children be successful in the digital age. This is just not acceptable, for some to have an abundance of access and others who have none. Public-Private partnerships must be created to solve this issue on a permanent basis, it is too extensive for any single entity. Connectivity, devices, and training should be available just as other public utilities. The IT Department will lead the effort to solve the issue of digital equity for the Wichita Metro area.

Cyber-Security: 2021 - 2023

It is no secret that attackers have made a massive transition from targeting infrastructure to targeting people: over 90% of cyberattacks now start with an email, a social media link, or a malicious mobile app (Phishing). From ransomware (an attack that affected over 100 countries and thousands of global businesses in early 2019) to more targeted attacks, cyber adversaries rely on social engineering to get people to run their malicious code, turn over their credentials, or even directly send them information or money. According to the FBI, an average of 4,000 ransomware attacks happen per day. Today's businesses are routinely choosing to pay hefty ransoms rather than lose access to their intellectual property, patient records, credit card information, and other valuable business data. An online search will suggest the average company loss in 2018 was 5 million. But this statistic only shows part of the picture. Ransomware is doing far greater damage to businesses.

When you factor in operational downtime after an attack, the increased staff resources needed to resolve the problem, and replacement of computer systems, ransomware is costing businesses more than $75 billion per year.
The bad news is these numbers are only going to get worse in 2020 and beyond. Simply put, targeted businesses are paying ransoms to avoid significant disruptions to every-day operations. This is an example of only ONE attack, our ability to protect systems will continue to be of optimal concern.

We will be in year five of a five-year security plan. It will be critical that the organization continue to fund this effort at levels that provides security based on acceptable levels of risk to the organization. There are not enough resources, either human or financial, to guarantee the City will not experience an event. We can provide an organized plan, an immediate response, alternatives should an event turn catastrophic and a "risk tolerance" approach to security infrastructure. Training for all City staff of the importance of digital security will be an on-going effort. Campaigns will be created through multiple channels for staff as reminders of the importance of digital security for both work and personal environments.

Security will continue to be essential for IT operations. Efforts to incorporate technologies that provide enhanced security, moving towards a "zero-trust" model will be planned and implemented where they reduce risk, create effective automation, enhance overall security, and reduce human resource.

TRAINING: 2021 - 2023

There are many new service offerings in Office 365 and the pandemic has created an opportunity for staff to begin to explore, utilize, and better understand the various opportunities to engage and collaborate within the platform. When combined with the City's SharePoint Intranet portal it creates a powerful, vibrant digital workplace for City staff. A directed approach to educate City staff on the potential within existing Office products will be an important strategic initiative in 2021 and 2022. The available digital workspace provides new ways of collaborating, saving, and storing content, communicating, and interacting both internally and externally. But like every technology, if knowledge of use or existence is not present, then the potential of that technology is never realized. Information Technology will continue to partner with training staff from Human Resources to address this issue by providing a multi-faceted approach to training. Unique methods of providing this education must be explored and implemented in a diverse organization like the City. Departments will need to engage and support the understanding that digital knowledge is important to their success.

Training is a foundational element in this plan for a reason. The importance of bringing a workforce into a modern digital age is no easy task. Our ability to successfully train City staff to incorporate existing technology to become more efficient in the work they do every day and to feel comfortable in exploring the use of technology is going to be imperative to the success of the organization. With the number of environmental changes coming in 2021 and 2022, an educated and flexible workforce will be optimal.

DISASTER RECOVERY & BUSINESS CONTINUITY: 2021 - 2023

Disaster recovery and business continuity planning are processes that help organizations prepare for, and guard against, disruptive events or future disasters, natural or otherwise, that could endanger the long-term health or the accomplishment of its mission. IT has performed a detailed review and update of its existing plans to ensure actions and events are clearly outlined and changes in infrastructure (hardware, software, and personnel) are addressed to allow for maximum recovery, resumption, and continuation of critical and ultimately normal business functions after a disruptive event.

FROM THE CIO

Michael Mayta

We are pleased to present the City of Wichita IT Department strategic update. It is forward-looking and informed by priorities identified by City departments, driven by our customers, and directed by the City Manager and City Council. These initiatives chart a course to help position Wichita as a City where technology enables efficiency, service delivery, collaboration, and civic innovation.

This strategy aligns with the business departments' goals which were gathered from multiple sources: 1) Consolidation of Departmental strategies from the 2019-2020 Proposed Budget. 2) A 2020 IT services survey delivered to over 100 middle and senior management staff. 3) The 2020 IT Strategic Planning process that provided common themes with a bottom up approach. 4) An organizational review process for Department Directors to ensure alignment of the findings from the first three sources. This strategy specifies a technology foundation, services, and business processes to support a viable 21st century city.

The next sections provide insight into the strategic objectives that are proposed within each pillar for the next three years. These objectives provide the "what" needs to be accomplished, the how we be managed within our existing Project Management process. A listing of business and KTLO projects are developed towards the end of each year. Based on existing resources, both human and fiscal, work plans are developed for the coming year based on a priority system. All projects will be vetted to ensure that the highest value items are prioritized effectively. For those projects that fall "below the line", IT staff will engage with stakeholders to determine other options for completion of those projects. This will include outsourcing, software as a service, infrastructure as a service, and any other opportunity that may provide for the completion of the project.

We are **committed to** implementing the initiatives identified in this update, developing partnerships, and delivering innovation that enables the City of Wichita to succeed in the delivery of superior citizen service and **the creation of Raving Fans**.

PROCESS

1.1   Transform or redefine business processes

1.2   Create exceptional customer experiences

1.3   Use technology to improve the quality and performance of services

1.4.   Discover opportunities to engage partners and citizens to improve or provide services

"Digital transformation, think of it as a reboot of your organization's operating model."

Strategies

2021:

- ✓ Increase the availability of self-service systems for citizens and business partners that provide value, convenience, and an exceptional customer experience.
- ✓ Engage with Departments to understand process, break down manual work effort and re-imagine the workflows.
- ✓ Train Managers on lean concepts and promote implementation and experimentation.
- ✓ Continue to refine the intake and discovery process for technology projects and ideas.
- ✓ Provide training opportunities on the power automate platform.
- ✓ Provide communication and learning opportunities for all staff on relevant systems.
- ✓ Continue focusing on data, analytics and existing tools for business insight and decision making.
- ✓ Investigate the use of the Microsoft Power platform in automating workflows and connecting systems.

2022:

- ✓ Provide advanced training on data, analytics and existing tools for business insight and decision making.
- ✓ Create staff capabilities within the Microsoft power platform, both within and outside IT.
- ✓ Provide more self-service opportunities for staff to experiment, learn and get hands-on experience with technology.
- ✓ Expand the knowledge base of all City staff around the importance of process and systematic review for improvement and change.
- ✓ Automate workflows to eliminate manual processes.
- ✓ Connect systems to expand information availability.
- ✓ Create a common platform for system middle-ware to provide reduced IT resource requirements.

Desired Outcomes:
- ✓ Effectively expand the reach of IT through education and training.
- ✓ Identify and replace inefficient or ineffective processes.
- ✓ Manage the ERP implementation and process change.
- ✓ Train and prepare the organization for more effective use of data and existing toolsets.
- ✓ Utilize existing tools and data for better business decision making.
- ✓ Provide opportunities where technology and innovation can be explored.
- ✓ Continue to move towards digital transformation.
- ✓ Ingrain process review within all City work efforts.
- ✓ Become a workplace that relies on data and analytics.
- ✓ Promote technology proficiency and access in all layers of the organization.
- ✓ Change the organizational view of work.
- ✓ Embrace smart risk and be accepting of smart failures.

MEASURED OUTCOMES

		TARGET/BM	2020	2021	2022	2023
↔	At least one staff member is trained and capable of data analysis per Dept.	16	3			
⬆	Info-Tech: IT Satisfaction Scorecard Trains Effectively	67%				
↔	IT business projects are delivered on-time & on-budget	80%				
2 % ⬆	Increase self-service transactions by 2% annually	*BL + 2%				
	Info-Tech: IT Satisfaction Scorecard IT Budget as % of Revenue	Industry BM= 3.7%	2.2%			
	Info-Tech: IT Satisfaction Scorecard IT Staff as % of Users	Industry BM= 5.8%	2.2%			
⬆	Info-Tech: IT Satisfaction Scorecard IT Value	BM = 74%				

*   baseline 2019 = 520,444
** baseline 2020 = 50

INFRASTRUCTURE

2.1   5 yr. planning document for Infrastructure
2.2   Provide inter-connectivity process improvement opportunities
2.3   Secure digital assets and provide for training
2.4   Obtain & deploy High-band spectrum, Fiber, Broadband, and Internet of Things (IoT)

"Infrastructure is the foundation of any organizations digital efforts."

Strategies:

2021:

- ✓ We will be exceptional at Keep the Lights on (KTLO).
- ✓ Replace wiring to cat 6e where connectivity and business function require it.
- ✓ Leverage infrastructure to allow for Voice over IP and prepare for Unified Communications.
- ✓ Implement technology to support digital security insights.
- ✓ Ensure fail-over on network designs.
- ✓ Router & Switch Central Mgmt.
- ✓ IPV6 Edge Design and Implementation.
- ✓ City DHCP, Domain Name Services and IPAM (IP address manager).
- ✓ Emergency Site/SCADA Reliability Improvement.
    - o Network reliability is a key problem for sites that provide emergency services, specifically those that present a life/safety issue.
- ✓ Data Center Software Defined Network (SDN) Implementation.
    - o Migrate the Data Center solution to a model that leverages SDN to reduce overhead, increase delivery speed, and enhance service delivery.
- ✓ Unified Communication and Collaboration (UCC) Architectural Review and Assessment.
    - o Perform an analysis to review the current telephony/unified communication solution and develop plans for updating or replacing the existing solution.
- ✓ Fiber Distribution Design and Implementation.
- ✓ Select high value locations to connect to Municipal fiber within the fiscal constraints.
- ✓ Implement a strategic fiber conduit map in conjunction with planned construction efforts.
- ✓ KCJIS FW migration to new Internet Edge FW.
- ✓ Migrate airport KCJIS connectivity to new Internet Edge Firewall.
- ✓ Migrate all functionality off the F5 firewalls.
- ✓ Implement Cisco ISE on the wired network to enhance security and prepare of zero trust.

2022:
- ✓ Campus Network Management and Campus Software Defined Network (SDN).
  - o Software Defined Networking for the non-Data Center network technology will drive a major reduction in operating costs, speed up service delivery, and enhance network performance.
- ✓ Performs Access layer refreshes at those locations where it is required.
- ✓ Access layer refresh at CMF, Water Distribution, Sewer Maintenance, and Park Maintenance inside plant.
- ✓ All other un-identified WAN site inside plant and Access layer refresh.
- ✓ Implement a strategic fiber conduit map

Desired Outcomes:
- ✓ Hyper-converged software will reduce support (KTLO) requirements.
- ✓ Improvement of data access and collaboration for all staff.
- ✓ Support software for security and operational benefit.
- ✓ Provide a single functional low-cost system to connect all external systems and devices.
- ✓ Provide internal infrastructure to increase speed and unified communication capabilities.
- ✓ Utilize existing tools and data for better network monitoring.
- ✓ Provide opportunities for flexibility and additional functionality for Call Center staff.

MEASURED OUTCOMES

		TARGET/BM	2020	2021	2022	2023
↔	Satisfaction with practices ensuring organizational devices and data are properly secured	0%	0%			
3% ⬆	Info-Tech survey - Customer satisfaction – network systems	90%	72%			
3% ⬆	Info-Tech survey – Customer satisfaction with Core IT Services	*BL + 3%	76%			
2% ⬆	Increase in Project Resource availability	**BL +2%	9,816			
⬆	Info-Tech: IT Satisfaction Scorecard Satisfaction with reliability of comm. Systems and networks	BM = 77%				

* baseline 2020 = XX%

** baseline 2020 = 9,816 staff hrs.

SUPPORT

3.1   Reduce keep the lights on (KTLO) requirements
3.2   Empower the workforce through technology and training
3.3   Increase engagement, accountability, and transparency
3.4   Develop processes to discover opportunity

"One machine can do the work of 50 ordinary people, but no machine can do the work of 1 extraordinary person"

Strategies:

2021:

- ✓ Focus on creating excellence in the customer experience (Raving Fans).
- ✓ Utilize outsourcing when data indicates it is the best fiscal and operational solution.
- ✓ Create partnerships for crowdsourcing or outsourcing of specific requirements.
- ✓ Empower a technical workforce.
- ✓ Be accountable, and transparent in all Information Technology (IT) projects, spending and billing.
- ✓ Employ data and analytics as business tools and implement data decisions in all projects.
- ✓ Review of IT activities to implement technology, strategically outsource work or implement technology that provides for the reallocation of resources: Increase business projects (20%) Reduce KTLO (80%).
- ✓ Cross train IT staff to ensure business continuity.
- ✓ Provide support in the design and construction of all new City physical locations.
- ✓ Upgrade systems to provide additional capabilities, address specific deficiencies, and reduce IT KTLO requirements.
- ✓ Create an opportunity for a "single view of our customer" for support and analytics.
- ✓ Support and engage the local tech community with time, human and fiscal resources.
- ✓ Review open source options for new or replacement systems.
- ✓ Develop and provide toolsets for staff for data discovery and analytics.
- ✓ Provide business insights for management on customer and performance data.
- ✓ Provide manageable automation for all City systems where value is created.
- ✓ Develop environments for insight into data from the ERP system with business benefit.
- ✓ Maximize the utilization of the KDOT fiber sharing agreement.

2022:

- ✓ Utilize strategic outsourcing when data and research indicates it is the best fiscal and operational solution.
- ✓ Develop environments for insight into data from the ERP system with business benefit.
- ✓ Develop dashboard opportunities for insight into customer data.
- ✓ Empower and assist in training a technical workforce.

- ✓ Support and engage the regional tech community with time, human and fiscal resources.
- ✓ Provide support in the design and construction for all new City physical locations.
- ✓ Engage the Private Sector in the deployment of 5G.
- ✓ Explore narrowband technologies.
- ✓ Partner with KDOT on fiber sharing.
- ✓ Find avenues to deploy fiber in the metro area where City benefit exists.
- ✓ Find partners for fiber sharing options.

Desired Results:
- ✓ Use data to provide a holistic view of our customers.
- ✓ Engage the local tech community to provide better solutions for customers.
- ✓ Advance the systems that allow for data discovery.
- ✓ Reduction of KTLO and more resources directed towards R&D and project work.
- ✓ Successful implementation and utilization of the ERP system.
- ✓ Creation of Raving Fans.
- ✓ Exceptional user experiences for business intelligence and business analytics.
- ✓ Improve the availability of required technology.
- ✓ Expand the City's fiber footprint.

MEASURED OUTCOMES

		TARGET/BM	2020	2021	2022	2023
⟷	MS Office system availability 99.9%.	99.9%	99.9%			
⬆	Info-Tech: IT Satisfaction Scorecard IT Satisfaction	BM = 75%				
3% ⬆	Info-Tech: IT Satisfaction Scorecard Satisfaction with responsiveness and effectiveness of service desk	BM = 81%				
⬇ 3%	Reduction of KTLO required hours as a % of total	70%				
3% ⬆	Info-Tech - IT Employee Engagement Program rating -	*BL + 3%				
⬆	Info-Tech: IT Satisfaction Scorecard IT Value	BM = 74%				

* baseline 2020 survey = Overall employee engagement %

ACCESSIBILITY

4.1   Create "Raving Fans" experiences for all customers
4.2   Secure, develop, manage, and provide connectivity for mobile environments
4.3   Implement the Internet of Things (IoT)
4.4   Ensure all platforms can be connected

"Technology makes what was once impossible possible"

Strategies:

2021:

- ✓ Expand the opportunities for a mobile workforce and the connectivity expectations of customers within City facilities.
- ✓ Ensure staff can connect securely regardless of physical location.
- ✓ Continue to implement Infrastructure, policy, and security for mobile.
- ✓ Provide reliable connectivity to CAD 911 and remove outdated equipment.
- ✓ Provide Officers with better access to information in a mobile environment where business needs are identified.
- ✓ Provide WiFi access where business needs are identified.
- ✓ Develop a strategy for connecting all external systems and provide for IoT.
- ✓ Optimize all customer channels for mobile.
- ✓ Review Open source opportunities for all new or replacement projects.
- ✓ Focus on the customer experience.
- ✓ Implement two-factor authentication.
- ✓ Provide field access to all required data in appropriate device formats.
- ✓ Develop, share, or purchase applications that benefit citizens.
- ✓ Develop, share, or purchase applications that benefit staff.
- ✓ Review/implement Microsoft power platforms for data accessibility.

2022:

- ✓ Focus on the customer experience.
- ✓ Continue to implement infrastructure, policy, and security for remote.
- ✓ Optimize all customer channels for mobile.
- ✓ Prepare and provide for IoT.
- ✓ Provide field access to all required data in appropriate device formats.
- ✓ Develop, share, or purchase applications that benefit citizens.
- ✓ Develop, share, or purchase applications that benefit staff.
- ✓ Research AI for chat bots and other mobile usage.
- ✓ Research verbal interfaces.
- ✓ Implement automation at scale.

Desired Results:
- ✓ Exceptional customer mobile experiences.
- ✓ Access anyplace, anytime on any device for City staff.
- ✓ All digital channels are mobile enabled.
- ✓ Infrastructure for all data sources (IoT) and provide real-time connectivity.
- ✓ Infrastructure that services pilot projects that rely on wireless connectivity.
- ✓ Access for customers with preference for mobile connection.
- ✓ Increased efficiency for all City staff.
- ✓ Provide new opportunities for service delivery.
- ✓ Increased and improved collaborative environments for staff and customers (internal and external).

MEASURED OUTCOMES

		TARGET/BM	2020	2021	2022	2023
↔	All public interfaces are responsive and available on common devices	100%	100%			
3% ⬆	Info-Tech: IT Satisfaction Scorecard Satisfaction with desktops, laptops, mobile devices etc.	BM = 77%				
5% ⬆	Increase visits to Wichita.gov from mobile devices annually	70%				
3% ⬆	Increase the number of work-orders submitted through mobile apps	** BL + 3%	1,853			
3% ⬆	Remote staff customer satisfaction ratings	90%				

*   baseline 2020 = work hours saved
** baseline 2020 = 1,853

DATA

5.1   Manage data, information, and knowledge
5.2   Employ data & analytics as business tools
5.3   Provide Open Data and Transparency to improve services
5.4   Train staff on sharing, managing, and collaborating with content
5.5   Create a culture of inquiry informed by data

"The goal is to turn data into information, and information into insight"

Strategies:

2021:

- ✓ Expand the use and training of MS Excel; specifically power view, power pivot and MS BI.
- ✓ Gain understanding of data and our ability to operate more effectively by using it in business decisions.
- ✓ IT implemented a process to survey, discuss and collect business needs on both a short-term (1-3 years) and long-term basis from all departments. The results of this discovery provide the materials for the project planning process and the groundwork for future roadmap development.
- ✓ Utilize existing data for organizational benefit.
- ✓ Utilize our Customer Relationship Management (CRM) system for customer analytics.
- ✓ Open data to provide access and transparency.
- ✓ Engage civic groups on data access and availability.
- ✓ Provide infrastructure and opportunity to support data and analytics.
- ✓ Extend the use, deployment and education of data and tools available to improve value and speed time to business insight.
- ✓ Provide powerful self-service Business Intelligence (BI) tools to customers, examples of use and self-training opportunities.
- ✓ Continue WWC efforts by expanding data-sets availability in the Open Data Portal based on customer demand and best practices from other WWC Cities.
- ✓ Provide training opportunities geared towards data science.

2022:

- ✓ Extend the use, deployment and education of data and tools available to improve business value and speed time to insight.
- ✓ Provide self-service BI tools to customers, examples of use and self-training opportunities.
- ✓ Assist in creating capabilities within Departments for data and analytics.
- ✓ Continue WWC efforts by expanding data-sets availability in the Open Data Portal based on customer demand and best practices from other WWC Cities.
- ✓ Achieve What Works City (WWC) certification.
- ✓ Build a customer focused digital strategy starts by analyzing data.

Desired Results:
- ✓ Provide effective and efficient communication with the customer.
- ✓ A more informed public.
- ✓ A more engaged public.
- ✓ Actionable data of customer requests and concerns (using data to understand customer issues).
- ✓ A complete view of our customer based on data.
- ✓ More informed business decisions based on data and analytics.
- ✓ Departmental staff capabilities in accessing and analyzing business data.
- ✓ Departmental staff capabilities in developing dashboards and display systems.
- ✓ More capable City staff on data utilization.

MEASURED OUTCOMES

		TARGET/BM	2020	2021	2022	2023
3% ⬆	Increase the visits to the open data portal	*BL + 5%	18,054			
⬌	Public work order submissions	500				
5% ⬆	Increase Page views of all internal portal dashboard sites	**BL +5%				
3% ⬇	Reduction in manual KORA work effort for City staff	***BL - 3%				
⬆	Info-Tech: IT Satisfaction Scorecard Satisfaction with providing reliable and accurate data	BM = 73%				
⬆	Info-Tech: IT Satisfaction Scorecard Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	BM = 67%				

*   baseline 2020 = 18,054 # of visits

** baseline 2020 = # of hours saved

TRAINING:

Developing support groups within departments is another means to improve the use of information technology. As power users are identified by departments, IT will assist with appropriate additional training opportunities and permission levels to support them.

- Power User: is a user of a personal computer who can use advanced features of programs which are beyond the abilities of "normal" users but is not necessarily capable of programming and system administration.
- Subject Matter Experts: is a person who is an expert in a particular area (a business process expert in water Utilities, for example).

Strategies:
- ✓ Focus on cultural transformation & innovation, through direct and in-direct training.
- ✓ Focus on training all staff in the use of existing tools.
- ✓ Develop "super-users" in departments to expand IT reach without additional staff.
- ✓ Develop partnerships with HR training staff in program development and offering.
- ✓ Provide self-service training and ensure that all staff have access.
- ✓ Engage the workforce to ensure training is delivered to the right people in the correct format.
- ✓ Develop a culture that accepts "smart failures".

Desired Results:
- ✓ City staff become more engaged in technology.
- ✓ Better utilize software already owned by the City.
- ✓ Expand Information Technology without adding staff.
- ✓ Leverage existing technology.
- ✓ Extend the benefits of Open data.
- ✓ Create business intelligence from data created in existing systems.
- ✓ Understand the power of analytics.
- ✓ Make more staff aware of the potential of new technology.
- ✓ Encourage experimentation and innovation.
- ✓ Initiate more efficient work processes.
- ✓ Develop a more engaged workforce.
- ✓ Make business decisions based on data.
- ✓ Remove the digital divide within City staff.

COMMUNICATION:

Strategies:

- ✓ Focus on cultural transformation & innovation, through direct and in-direct training.
- ✓ Focus on communicating to all staff of the possibilities of existing tools.
- ✓ Develop "super-users" in departments to expand IT reach without additional staff.
- ✓ Utilize surveys to obtain actionable data.
- ✓ Target selected channels to provide audience appropriate messaging.
- ✓ Use data to understand our customers.
- ✓ Modify our communication and channels based on data.
- ✓ Utilize analytics for decisions on communication.
- ✓ Engage all stakeholders where it is feasible to do so.

Desired Results:

- ✓ City staff become more informed about technology.
- ✓ Expand Information Technology without adding staff.
- ✓ Citizens become more informed about City finances, performance, crime and social issues.
- ✓ More opportunities are available to engage the public.
- ✓ More opportunities are provided to engage City staff.
- ✓ Create more learning opportunities through enhanced communication.
- ✓ Create a common understanding that communication is a key component to managing change.

Connecting people, not completing projects, is the great challenge of leadership.

Tactical Work Projects 2021: ➡ 15 – KTLO (Keep The Lights On)

Strategy: As a primary internally-focused technology strategy, IT will implement technology to maintain system availability, security, reduce cost and create new opportunities for service delivery.

* Completed

Project Name	Project ID	Project Type
CIS Infinity Build Upgrades	K-2019-14	KTLO
Complete Email Cloud Migration (formerly DR and BC Revision and Testing)	K-2019-3	KTLO
Replace WFD Field Laptops	K-2019-5	KTLO
PW Maintenance Lucity Re-write	K-2020-30	KTLO
Elite Upgrade	K-2020-34	KTLO
COVID-19	K-2020-39	KTLO
Automating Date Picker in Laserfiche	K-2020-40	KTLO
Governance and Procedures for SharePoint	K-2020-41	KTLO
Research Alternative SharePoint Environment Phase I	K-2020-42	KTLO
Develop Environment based on Alternative Phase II	K-2020-43	KTLO
Housing Applicant Portal	K-2020-46	KTLO
Housing Partner Portal	K-2020-47	KTLO
HQS Touch Inspector	K-2020-49	KTLO
SCADAFence	K-2020-50	KTLO

Tactical Work Projects 2021: ➡ 28 – New Business Projects Presented (not approved)

Strategy: To create innovative solutions for the business units and the citizens of Wichita. Information technology must provide operational efficiency, and the most effective service at the lowest cost to support the city council, city manager and departments in achieving their mission.

Project Name	Project ID	Project Type
Online Citizen -Sub to Police RMS	B-2019-16	Business
WPD ruggedized tablet / security additions D1	B-2019-17	Business
AudienceView - POS	B-2019-19	Business
ERP - Payroll-HR Phase II	B-2019-2	Business
Internet Edge D2 Phase III - Service Migration (P4)	B-2019-26	Business
Smart City - POC Gun Shot detection - Phase I	B-2019-28	Business
RMS - Police	B-2019-3	Business
RMS - Court	B-2019-4	Business
NW Water Treatment Plant	B-2019-5	Business
Farebox - Implementation Phase IV	B-2019-8	Business
All Seasons Shelter-Watson Park	B-2020-38	Business
Linwood Branch Move	B-2020-41	Business
Evergreen Neighborhood CH/Library remodel	B-2020-42	Business
WPD Warehouse Inventory	B-2020-56	Business
Sewer Treatment Fiber Plant 1 & 2	B-2020-71	Business
Linwood Park & Rec Network Replacement	B-2020-73	Business
Aquatics Plan Phase I	B-2020-76	Business
Create Cherwell IT Knowledgebase	B-2020-77	Business
Outsourced Printing Services RFP	B-2020-78	Business
RFI WFD Predictive Analytics	B-2020-85	Business
Aquatics Plan Phase II	B-2020-89	Business
Aquatics Plan Phase III	B-2020-90	Business
District 1 Connectivity	B-2020-91	Business
Fleet Software Replacement - Faster Implementation	B-2020-93	Business
Housing Case Management RFP	B-2020-94	Business
Water Distribution Telephone System	B-2020-95	Business
10,000 FT Implementation	B-2020-96	Business
GIS Economic Development ArcGIS Hub Page	B-2020-97	Business

* Completed

*** Cancelled**

QUESTION 1: Why Change?

Regardless of the type of implementation, if it does not come with clear objectives, it will likely fail to improve a company's business performance. That is why any significant project should be grounded in a strong "Why?" – A strong business case. Identify the most important outcomes that your business stakeholders want to achieve because of the initiative/project. A clear "Why" becomes the "true north" for the implementation.

QUESTION 2: What Do We Need to Change?

Once you determine why your organization should move ahead with an implementation, you need to consider very carefully what exactly you need to change – specifically, the scope of the implementation.

QUESTION 3: How to Change?

The last major question you need to ask before moving ahead with a transformation initiative is "How to change?"
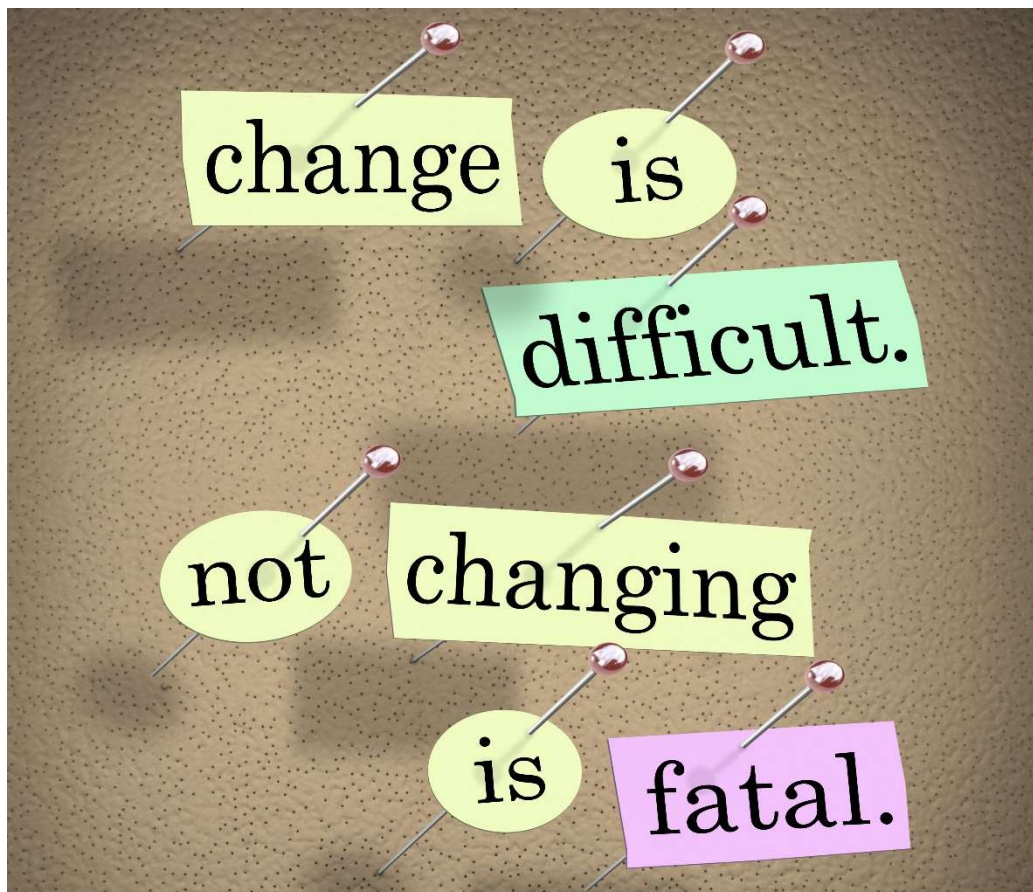
ACKNOWLEDGMENTS

The comprehensive Information Technology Strategic Plan is an organizational effort. The City Manager's Office, IT Advisory Board, department directors, Core Team, IT Staff, decision makers throughout the organization and staff have provided valuable input into the plan.